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ABSTRACT

Although more U.S. women hold management positions than at any other time, only an estimated 1 or 2% have made the breakthrough to top-level executive positions. In 1988, women in the United States represented 45% of the civilian labor force; however, they represented only 39.3% of all persons employed in managerial, executive, and administrative occupations. In 1988, women managers represented 10.8% of all employed women (up 6.3% from 10 years earlier). Of these women managers, 60.1% were married with a spouse present. Most were middle-aged. As of September 1988, women held 42.2% of the 2,125,148 nonpostal executive branch federal civilian jobs, 30.8% of professional jobs, and 37.1% of nonclerical administrative jobs. Women were more likely to be managers in areas where there were already more women employees at lower levels. The largest numbers of women managers (37.8%) were employed in the services industries. Black and Hispanic women represented 2.9 and 6.7% of all employed women managers, respectively. Growth in the number of managerial and management-related jobs through 2000 should provide increased employment opportunities for women who are prepared. (MN)

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Facts on Working Women

U.S. Department of Labor
Women's Bureau

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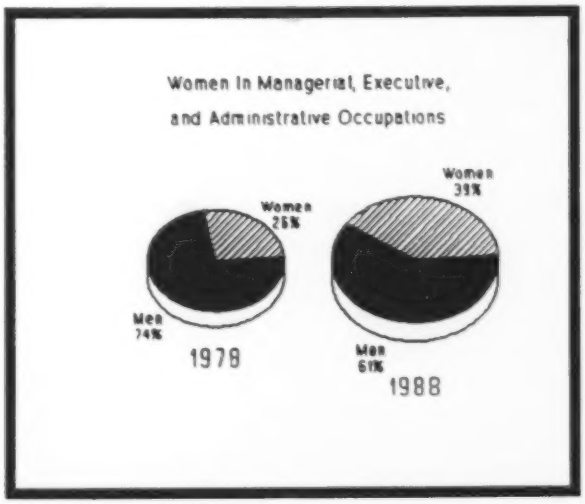
WOMEN IN MANAGEMENT

Although more women hold management positions than at any other time, few have made the breakthrough to top-level executive positions. Estimates suggest that only 1 or 2 percent of senior executive level officials are women.

In 1988 women in the United States represented 39.3 percent of all persons employed in those occupations--an increase from 26.5 percent in 1978 (see chart 1). Despite these significant gains, women are still underrepresented in managerial occupations when compared with their overall share of the civilian labor force (45.0 percent).

Chart 1



Source: Women's Bureau, from data provided by the Bureau of Labor Statistics, U.S. Department of Labor

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TABLE I

Women in Executive, Administrative, and Managerial Occupations
1978, 1983, and 1988 Annual Averages
(16 years of age and over)

		Women as Percent of		
Year	Number (in thousands)	Total Persons in Management Occupations	Total Civilian Labor Force	Women Managers as Percent of all Employed Women
1988	5,590	39.3	45.0	10.8
1983	3,490	32.4	43.5	7.9
1978	2,495	26.5	41.7	6.3

Nearly 5.6 million women were employed as executives, administrators, and managers in the United States in 1988. These women constitute more than double the number a decade ago in 1978 (2.5 million). Women managers now represent 10.8 percent of all employed women, up from 6.3 percent 10 years ago. Among employed men, 13.6 percent were executives, administrators, and managers in 1988, increasing from 12.2 percent in 1978.

In 1986 a survey was conducted of corporate women officers employed by Fortune 1000 organizations. [1] Of the 412 women who comprised the selected population, 52.4 percent responded. Although none of the respondents had reached the top rung of the management ladder (chairperson, vice chairperson, or president), 4 of 5 were at the vice presidential level or above (executive vice president, senior vice president, group vice president, vice president, or assistant vice president) compared with only 1 of 3 at that level in 1980. In addition, 26.4 percent of these executives held directorships or board seats in 1986 in organizations other than their own while only 3.2 percent were directors of their own companies.

Most women who were employed as executives, administrators, and managers in March 1988 were married with spouse present (60.1 percent). Another 18.4 percent had never married while 14.5 percent were divorced, 3.7 percent were widowed, and 3.2 percent were married, but with spouse absent (separated). Male executives, administrators, and managers were more likely to be married with spouse present (75.3 percent), with an additional 14.5 percent having never married, 6.8 percent divorced, 2.7 percent separated, and 0.7 percent widowed.

Most women managers were middle aged. Of the 5.4 million women employed as executives, administrators, and managers in March 1988, 2.2 million (40.6 percent) were between the ages of 16 and 34, and 3.2 million (59.4 percent) were age 35 and over.

Federal Employment

As of September 30, 1988, women held 897,099 or 42.2 percent of the 2,125,148 nonpostal Executive Branch Federal civilian jobs. Women occupied nearly one-third (30.8 percent) of professional and more than one-third (37.1 percent) of nonclerical administrative occupations.

Of the 9,181 executives in the Federal civilian work force, 845 (9.2 percent) were women, including 72 black women (0.8 percent), 23 Hispanic women (0.3 percent), 11 Asian or Pacific Islander women (0.1 percent) and 2 American Indian or Alaska Native women. (These executives include GS and equivalent Grades 16 through 18, the Senior Executive Service, and Executive-Level Appointees.) Of the 8,867 executives in the Federal civilian work force 2 years earlier, 710 (8 percent) were women, including 57 black women, 18 Hispanic women, 8 Asian or Pacific Islander women, and 1 American Indian or Alaska Native woman.

Occupations

Women are more likely to be managers in areas where there are already more women employees at lower levels. For example, women are 61.3 percent of managers in medicine and health, 49.2 percent of personnel and labor relations managers, and 48.9 percent of administrators in education and related fields (see Table II).

On the other hand, women are only 17.9 percent of administrators, protective services, and only 24.2 percent of purchasing managers. Among management-related occupations, women were, for example, 59.0 percent of personnel, training, and labor relations specialists but only 5.0 percent of construction inspectors and only a miniscule proportion of purchasing agents and buyers, farm products.

TABLE II

Persons Employed as Executives,
Administrators, and Managers, by Detailed Occupations
1988 Annual Averages (in thousands)

	Total persons employed	Total women employed	Women as percent of total
Total, 16 years and over	114,968	51,696	45.0
Executive, Administrative, and Managerial	14,216	5,590	39.3
Legislative, Chief Executives, and General Administrators, Public Administration	34	12	*
Officials and Administrators, Public Administration	472	210	44.5
Administrators, Protective Services	56	10	17.9
Financial Managers	502	213	42.4
Personnel and Labor Relations Managers	130	64	49.2
Purchasing Managers	99	24	24.2
Managers, Marketing, Advertising and Public Relations	482	154	32.0
Administrators, Education and Related Fields	562	275	48.9
Managers, Medicine and Health	163	100	61.3
Managers, Properties and Real Estate	433	194	44.8
Postmasters and Mail Superintendents	38	16	42.1
Funeral Directors	40	5	12.5
Managers and Administrators N.E.C.	7,434	2,405	32.4
Management-Related Occupations	3,772	1,909	50.6
Accountants and Auditors	1,329	659	49.6
Underwriters and Other Financial Officers	741	375	50.6
Management Analysts	199	66	33.2
Personnel, Training and Labor Relations Specialists	390	230	59.0
Purchasing Agents and Buyers Farm Products	12	0	*
Buyers, Wholesale and Retail Trade, Except Farm Products	233	117	50.2
Purchasing Agents and Buyers N.E.C.	241	103	42.7
Business and Promotion Agents	25	11	*
Construction Inspectors	60	3	5.0
Inspectors and Compliance Officers, not Construction	194	52	26.8
Management Related Occupations N.E.C.	348	292	83.0

* Percentage not shown where base is less than 35,000.

Note: N.E.C.: Not Elsewhere Cited.

Industries

The largest numbers of women managers (2.1 million) were employed in the services industries, i.e., business and repair services, personal services (including private household), entertainment and recreation services, professional and related services, and forestry and fisheries--an increase from 1.8 million in 1983. They represented 37.8 percent of all employed women managers (see Table III).

Among these workers were 1.3 million women managers in professional services, the largest single group. The next largest numbers of women managers were in finance, insurance and real estate (1.0 million) and retail trade (698,000), representing 18.1 percent and 12.5 percent, respectively, of employed women managers. The smallest numbers of women managers (23,000) were in agriculture, followed by mining where 28,000 women were employed.

TABLE III

Women Employed as Executives,
Administrators, and Managers, by Industry
1988 Annual Averages

Industry	Employed Women Managers (in thousands)	Women as Percent of Total	Percent of Employed Women Managers
Total	5,590	39.3	100.0
Agriculture	23	*	*
Mining	28	*	*
Construction	129	12.9	2.3
Manufacturing	647	26.3	11.6
Durable Goods	365	24.3	6.5
Nondurable Goods	282	29.4	5.0
Transportation and Public Utilities	274	29.9	4.9
Wholesale and Retail Trade	865	42.5	15.5
Wholesale Trade	167	32.5	3.0
Retail Trade	698	45.9	12.5
Finance, Insurance, and Real Estate	1,014	50.7	18.1
Services**	2,114	47.4	37.8
Professional Services	1,336	54.7	23.9
Public Administration	496	42.8	8.9

* Percentage not shown where base is less than 35,000.

** Includes business and repair services; personal services, except private household; entertainment and recreation services; professional and related services; and forestry and fisheries.

RACE AND ETHNIC GROUPS

The proportion of employed black women who are in management has edged up slightly in recent years. Some 7.0 percent of employed black women were in executive, administrative, and managerial jobs--an increase from 6.4 percent in 1987 and 4.9 percent in 1983. The largest proportion of black women in management is in government service, mainly in management related occupations rather than line executives and administrators.

TABLE IV

Black Women
in Management, Executive, and Administrative
Occupations, as a Percent of all Employed Black Women

Year	Percent
1988	7.0
1987	6.4
1986	6.0
1985	5.8
1984	5.2
1983	4.9

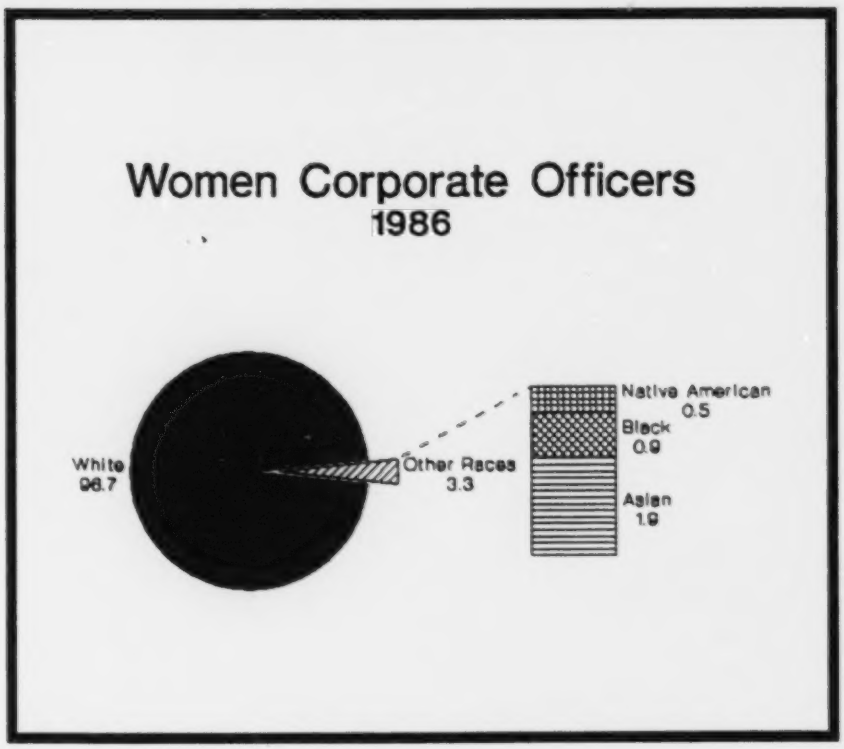
Black women represented only 2.9 percent of all employed managers, up from 2.7 percent in 1987, and their progress has been significantly slower than for all women similarly employed. The 407,000 black women employed in those occupations in 1988 included 167,000 in management-related jobs with 64,000 in accounting and auditing. About 29,000 black women were administrators in education and related fields, and 28,000 were officials and administrators in public administration. The remaining black women managers were in other executive, administrative, and managerial jobs.

The proportion of employed Hispanic women who were managers also increased in 1988 to 6.7 percent, up from 6.6 percent in 1987 and 5.9 percent in 1986. Women of Hispanic origin, however, represented only 1.6 percent of all employed managers in 1988, edging slightly upward from 1.5 percent in 1987. About 221,000 women of Hispanic origin worked as executives, administrators, and managers in 1988, including 79,000 in management-related occupations; 11,000 in public administration; 9,000 in financial management; and the remainder in other executive, administrative, and managerial occupations.

Similar to the trend among all women managers, the largest numbers of black women managers were concentrated in the services industries and in finance, insurance and real estate. The next largest numbers were in transportation and public utilities and in retail trade. The largest numbers of Hispanic, Asian American, and American Indian women managers were in finance, insurance and real estate, followed by the services industries and retail trade.

Minority race and ethnic group women are still a very small proportion of corporate officers. The distribution by race/ethnic group of corporate women officers employed in Fortune 1000 organizations who responded to a survey in 1986, was as follows (response rate--52.4 percent of women surveyed). (See Chart 2.) [2]

Chart 2



Source: Women's Bureau, from data provided by Heidrick and Struggles, Inc.

The dearth of women in top-level executive jobs is reflected in the lower earnings of women managers as compared with men in management. Women employed as executives, administrators, and managers who worked year round full time had median earnings of $21,874 in 1987--only 60.5 percent of the $36,155 median earned by men similarly employed. The 1987 ratio of the median annual earnings of all fully employed women compared with men similarly employed was 65.0 percent. The earnings differential between women and men in management should improve as women continue to move up the corporate ladder and as women make further gains in education and training.

During the 1985-86 academic year, 20,794 women earned master of arts degrees in business and management, representing 31 percent of total recipients. This is a significant increase from the 1,045 M.B.A. degrees awarded to women (about 4 percent of all such degrees) in the 1970-71 school year, just prior to the 1972 enactment of Title IX of the Education Amendments, which opened business schools to women who had largely been excluded or dissuaded from enrolling before that time.

Growth in the number of managerial and management-related jobs through the year 2000 should provide increased employment opportunities for women who are prepared. It is projected that between 1986 and the year 2000, employment of executive, administrative, and managerial workers will grow by more than 3 million jobs, an increase of 29 percent--well above average growth for all jobs (19 percent). Women are well situated to move into the topmost positions in private business and government leadership.

The outlook for women in management also should be enhanced as organizational structure, employment and promotion practices, and organization culture continue to improve in ways which will increase women's career advancement. For example, to encourage Government contractors to increase their efforts to place women and minorities at every step of the corporate ladder, in 1988 the U.S. Department of Labor published a directive emphasizing affirmative action for high-level corporate positions. Significantly altering the way corporations track managers for affirmative action purposes, the directive requires corporations with numerous establishments to list in their corporate headquarters Affirmative Action Program (AAP) all positions filled by decision-makers at that level. This is in contrast to the previous practice of listing such positions only in individual establishment AAPs.

1/ "The Corporate Woman Officer," Heidrick and Struggles, Inc., 1986, 125 South Wacker Drive, Suite 2800, Chicago, Illinois 60606-4590.

2/ Ibid.

Sources: Bureau of Labor Statistics, and Office of Federal Contract Compliance Programs, U.S. Department of Labor; U.S. Department of Commerce; U.S. Equal Employment Opportunity Commission; and U.S. Office of Personnel Management.

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